Welcome to the 24th Executive Force Preservation Board

23 February 2011

Agenda: 23 Feb 2011

Executive Force Preservation Board

- Welcome
- ACMC Comments
- Safety Update (SD)
  - Assessment
  - Successes: (Aviation/Motorcycles)
- Binge Drinking & DUI (M&RA)

Break

- EFPB Working Group/OPT (SD)
- Linking Leadership, Mentoring & Safety (TECOM/LLI)
- Force Preservation Councils (SD)
- Mental Health Status Boards (III MEF/3rd Marines)

Working Lunch

- Linkage btwn Commanders & Medical Providers (I MEF)
- Pre-Existing Mental Health Conditions & Force Preservation (HS)
- SNCO Tactical Safety Specialist Pilot Program (SD)

Break

- Member Topics
  - Combat Stress Inoculation (II MEF – UNC Wilmington)
  - Performance Resiliency Prgrm (MARSOC)
  - Rifle Range Pit Alarms (MCI-East)
  - Safety Training Center of Excellence (MARFORRES)
- Executive Session

Admin

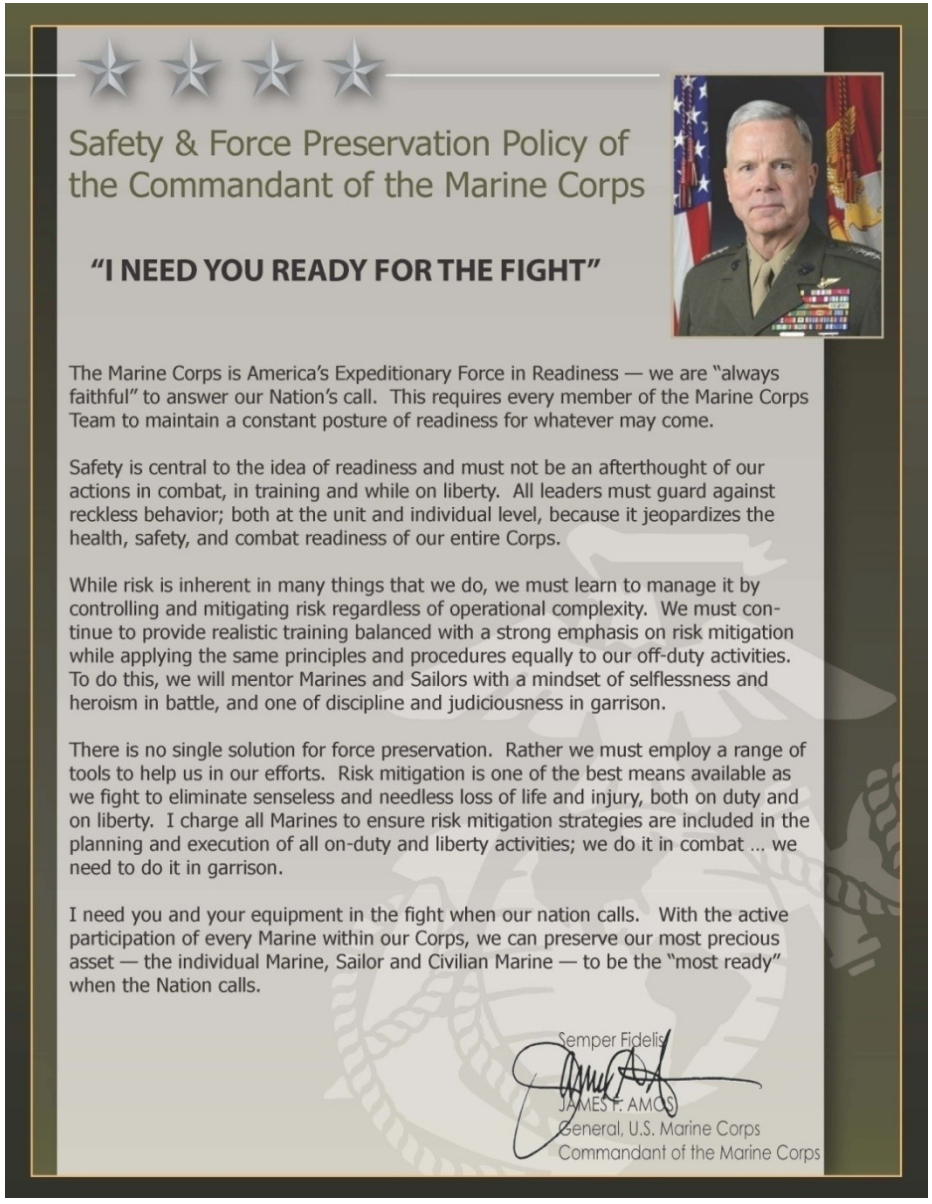
- Heads
- Exits
- Phones
- Please silence your Blackberries and cell phones
- Computers
- Schedule
- Lunch
- Executive Session

ACMC Comments

CMC Safety & Force Preservation Policy

Executive Force Preservation Board

- Need You & Equipment in the Fight when the Nation calls
- Safety is Central to Readiness
- Risk inherent in all that we do
- Control & Mitigate Risk in all on & off-duty Activities
- Preserve our Most Precious Assets



Safety & Force Preservation Policy of the Commandant of the Marine Corps

"I NEED YOU READY FOR THE FIGHT"

The Marine Corps is America's Expeditionary Force in Readiness — we are "always faithful" to answer our Nation's call. This requires every member of the Marine Corps Team to maintain a constant posture of readiness for whatever may come.

Safety is central to the idea of readiness and must not be an afterthought of our actions in combat, in training and while on liberty. All leaders must guard against reckless behavior; both at the unit and individual level, because it jeopardizes the health, safety, and combat readiness of our entire Corps.

While risk is inherent in many things that we do, we must learn to manage it by controlling and mitigating risk regardless of operational complexity. We must continue to provide realistic training balanced with a strong emphasis on risk mitigation while applying the same principles and procedures equally to our off-duty activities. To do this, we will mentor Marines and Sailors with a mindset of selflessness and heroism in battle, and one of discipline and judiciousness in garrison.

There is no single solution for force preservation. Rather we must employ a range of tools to help us in our efforts. Risk mitigation is one of the best means available as we fight to eliminate senseless and needless loss of life and injury, both on duty and on liberty. I charge all Marines to ensure risk mitigation strategies are included in the planning and execution of all on-duty and liberty activities; we do it in combat … we need to do it in garrison.

I need you and your equipment in the fight when our nation calls. With the active participation of every Marine within our Corps, we can preserve our most precious asset — the individual Marine, Sailor and Civilian Marine — to be the "most ready" when the Nation calls.

Semper Fidelis

JAMES F. AMOS
General, U.S. Marine Corps
Commandant of the Marine Corps

ACMC Guidance for EFPB

Executive Force Preservation Board

- Decision-making body.
- Prescriptive in nature.
- Close the gap between combat and garrison leadership.
- Support engaged and anticipatory leadership
- Codify decisions via message or in updates to orders to reduce mishap fatalities, preserve the force, and improve the effects of Safety and Force Preservation-related programs.

Safety Division Update

Col Paul Fortunato
Director, CMC Safety Division

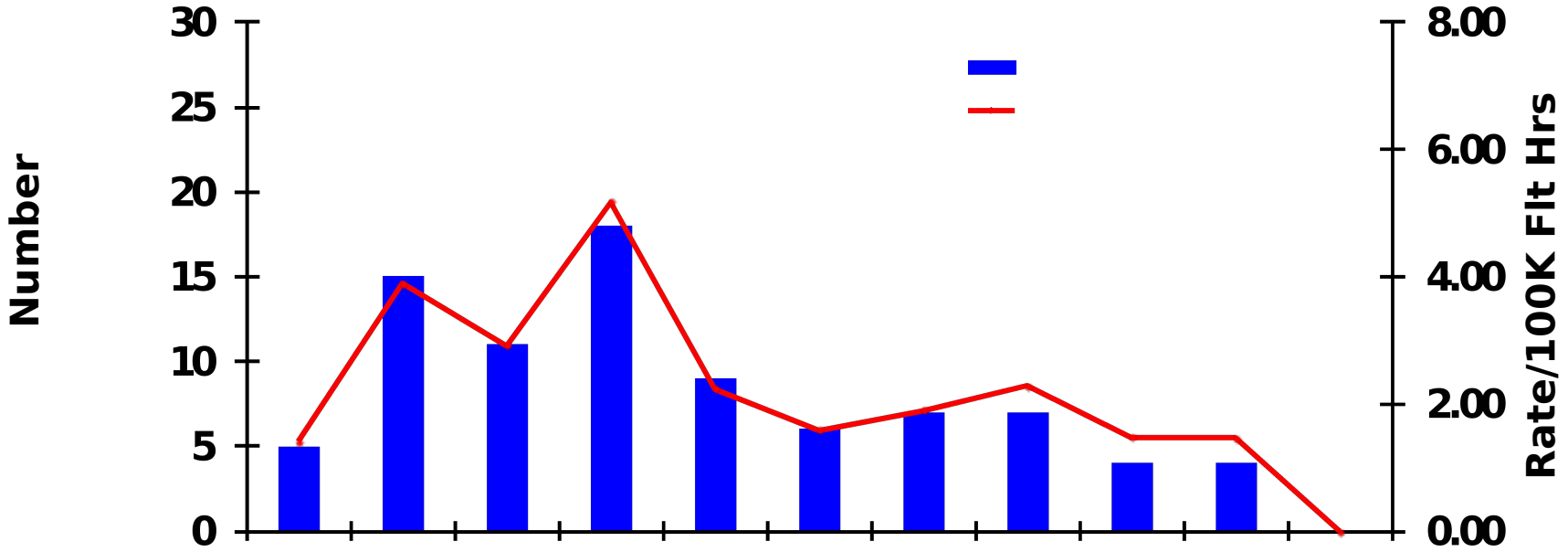
Safety Division Update

Executive Force Preservation Board

- Safety Statistics
- Successes in Safety
- Assessment of Safety Program Components
- Discussion

Class A Flight Mishaps

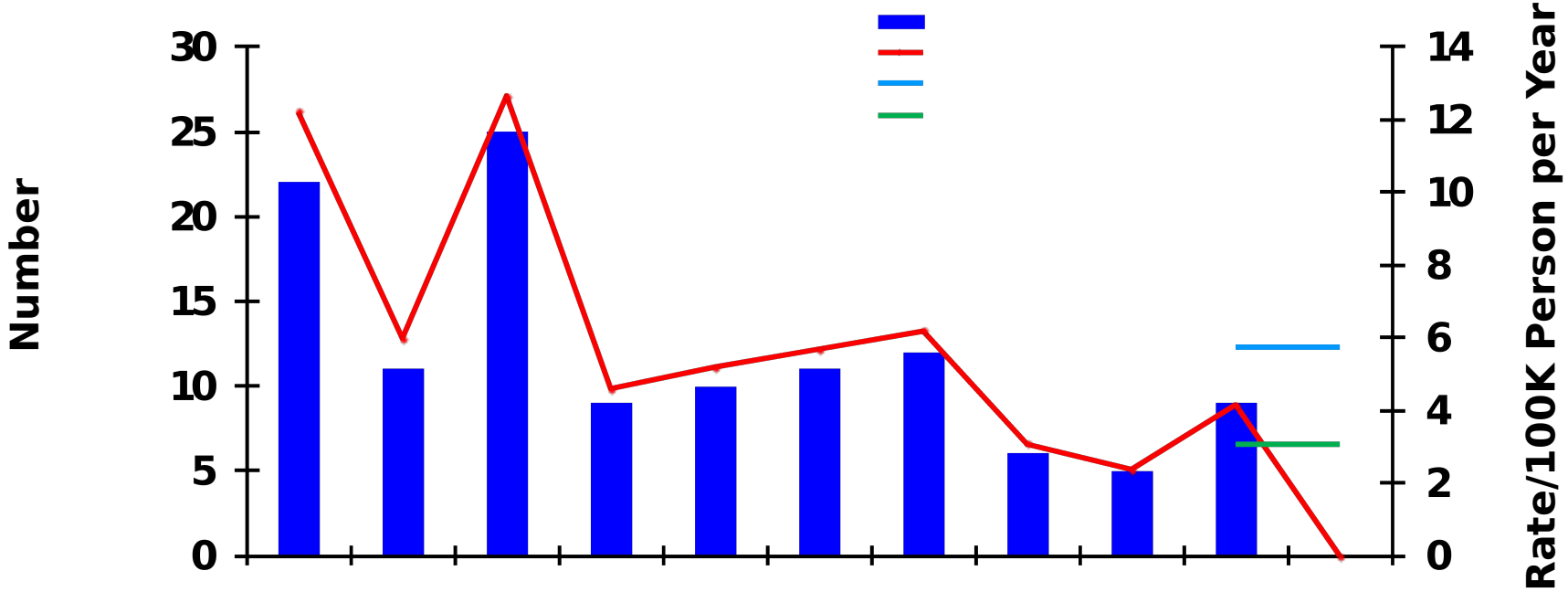
Executive Force Preservation Board



	22-Feb-11	22-Feb-10
CLASS A FM/FM RATE FY COMPARISON:	**0/0.00**	**2/1.99**
FY10 MISHAPS/MISHAP RATE:	**4/1.46**	
10-YEAR AVERAGE (FY01-10) MISHAPS/MISHAP RATE:	**8.60/2.43**	

Class A Ground On-Duty Mishaps

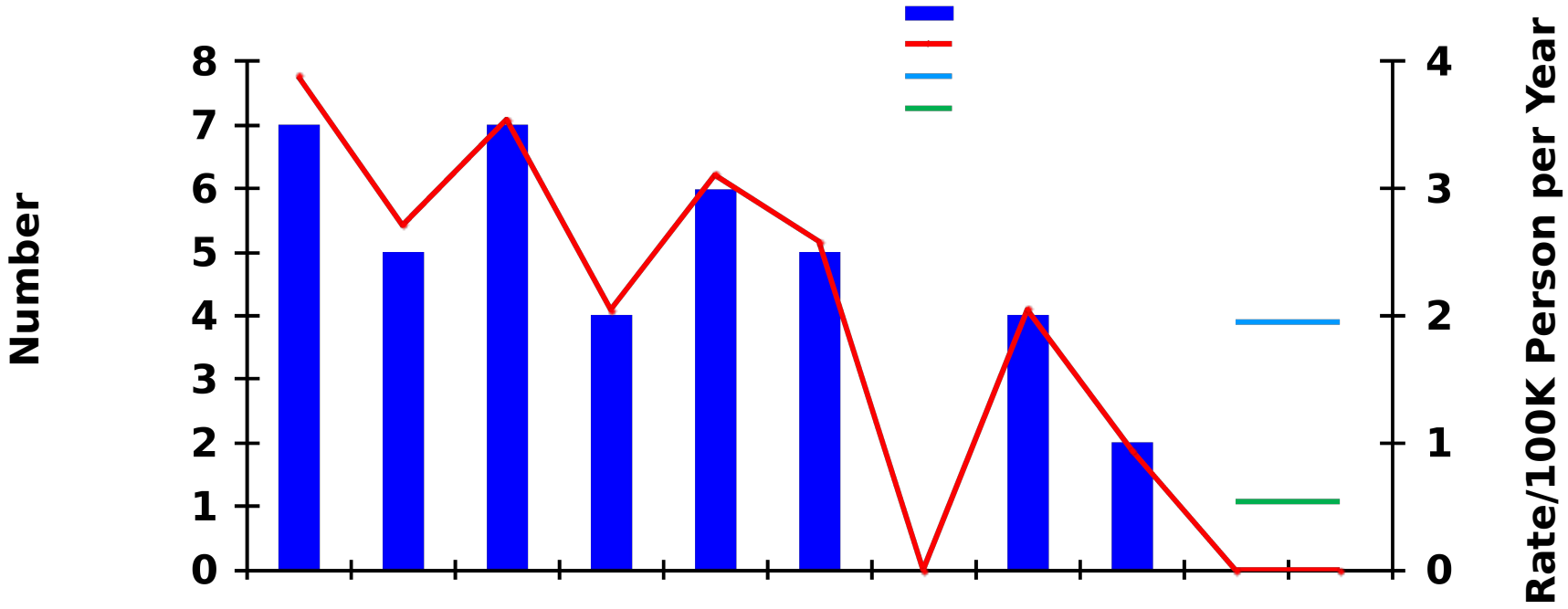
Executive Force Preservation Board



CLASS A MISHAPS/MISHAP RATE FY COMPARISON:	22-Feb-11	22-Feb-10
FY10 MISHAPS/MISHAP RATE:	0/0.00	2/2.32
10-YEAR AVERAGE (FY01-10) MISHAPS/MISHAP RATE:	9/4.15	
	12.00/6.21	

Physical Training Fatalities

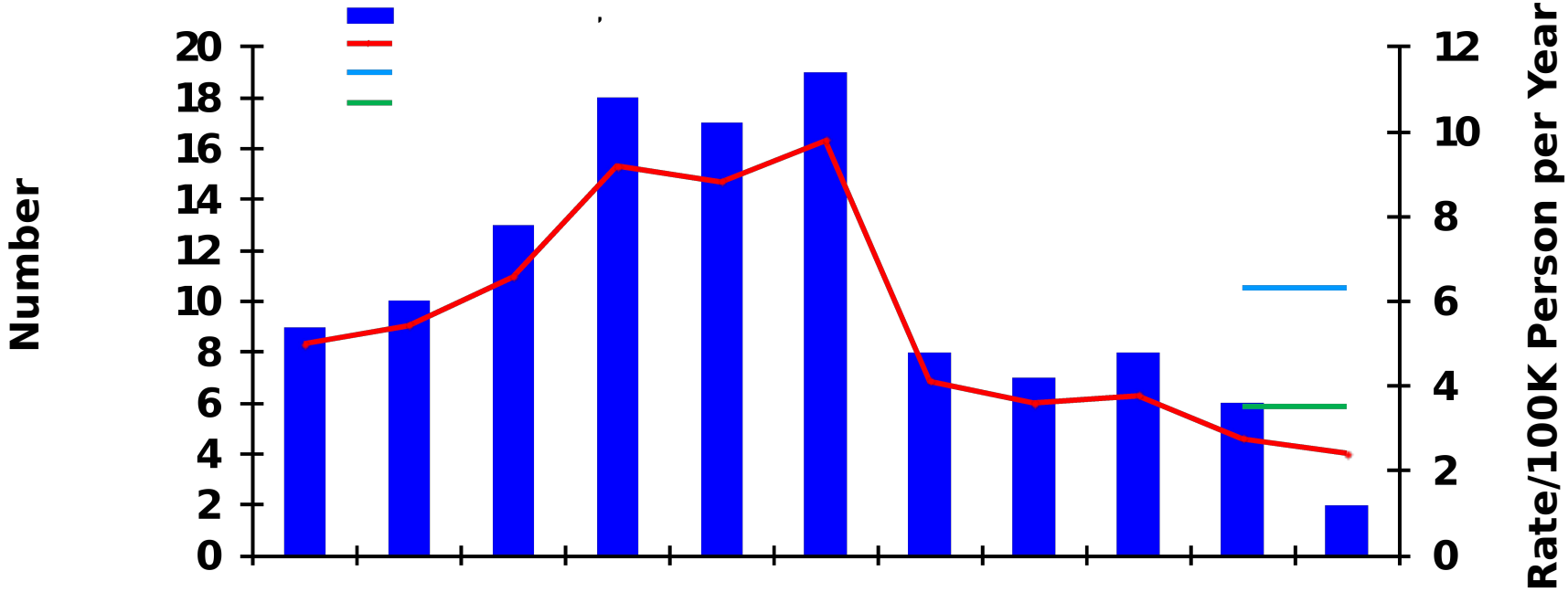
Executive Force Preservation Board



	22-Feb-11	22-Feb-10
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	0/0.00	0/0.00
FY10 FATALITIES/FATALITY RATE:	0/0.00	
10-YEAR AVERAGE (FY01-10) FATALITIES/FATALITY RATE:	4.00/2.09	

Class A On-Duty MV Mishaps

Executive Force Preservation Board



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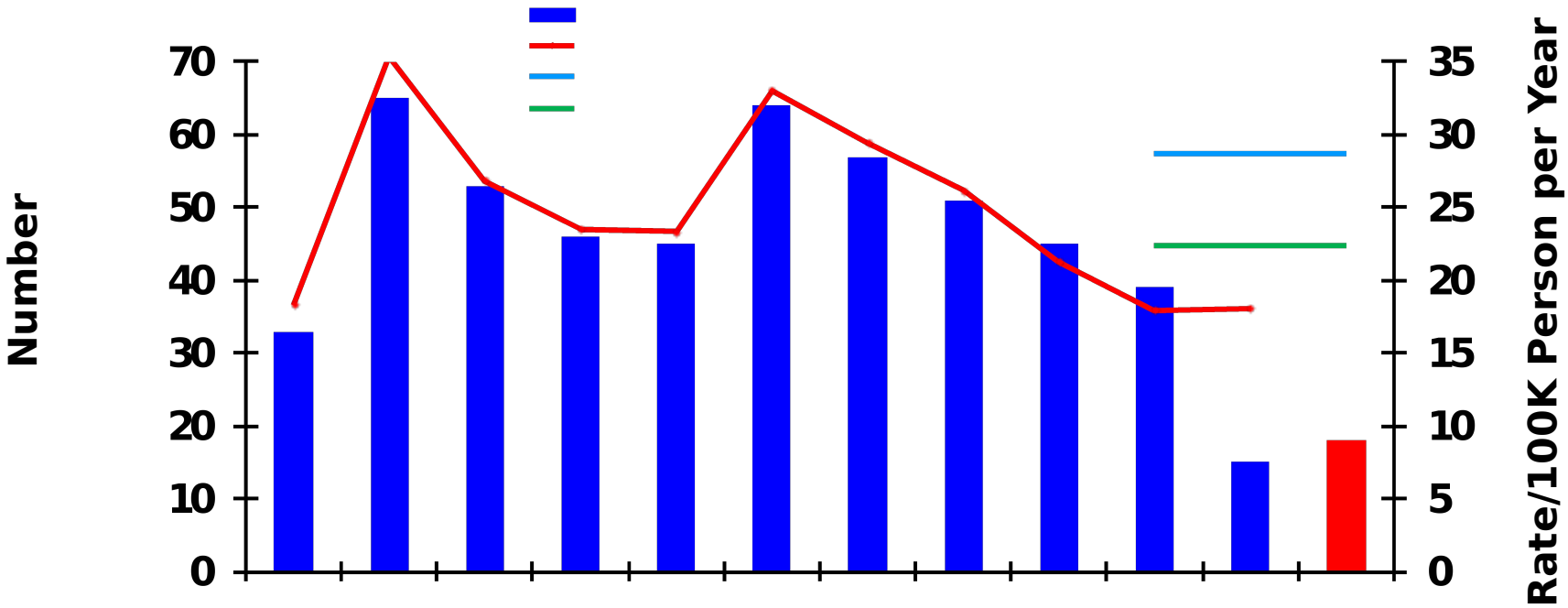
CLASS A MISHAPS/MISHAP RATE FY COMPARISON:	**2/2.41**	**1/1.16**
FY10 MISHAPS/MISHAP RATE:	**6/2.77**	
10-YEAR AVERAGE (FY01-10) MISHAPS/MISHAP RATE:	**11.50/5.91**	

PMV Fatalities

Executive Force Preservation Board



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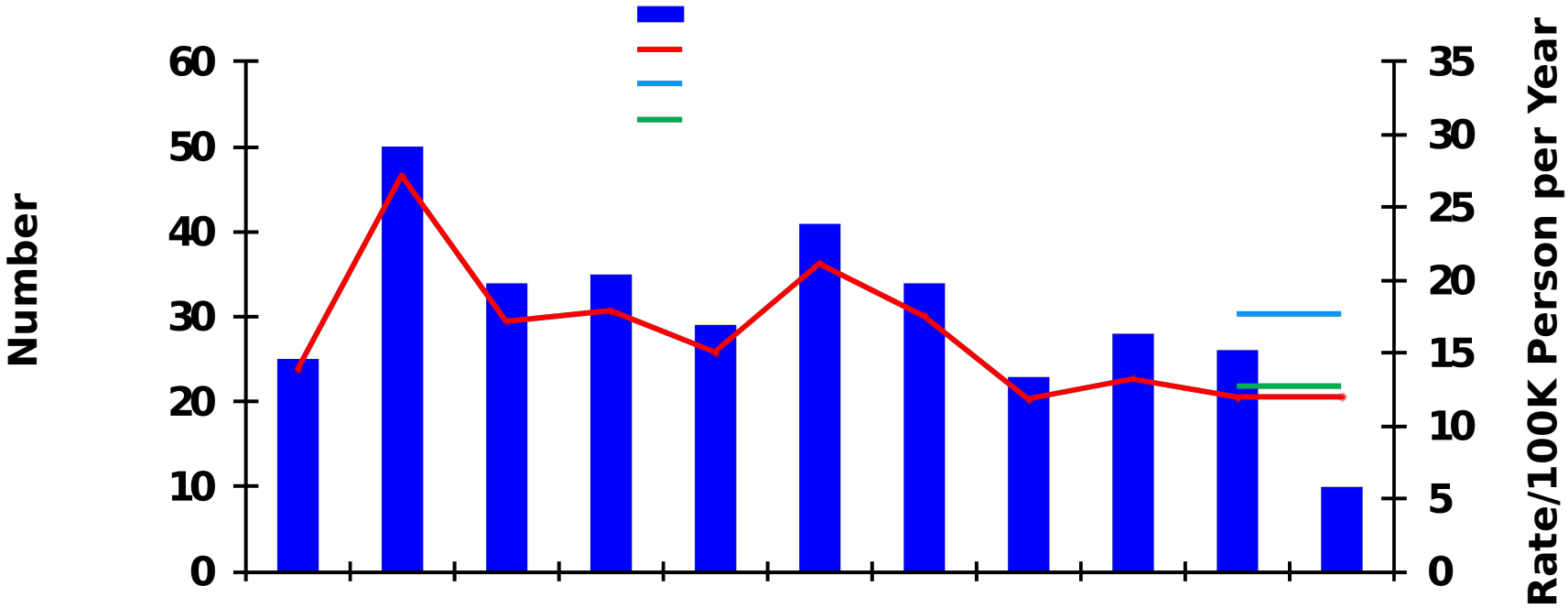
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	**15/18.08**	**12/13.93**
FY10 FATALITIES/FATALITY RATE:	**39/17.98**	
10-YEAR AVERAGE (FY01-10) FATALITIES/FATALITY RATE:	**49.80/25.99**	

4-Wheel PMV Fatalities

Executive Force Preservation Board



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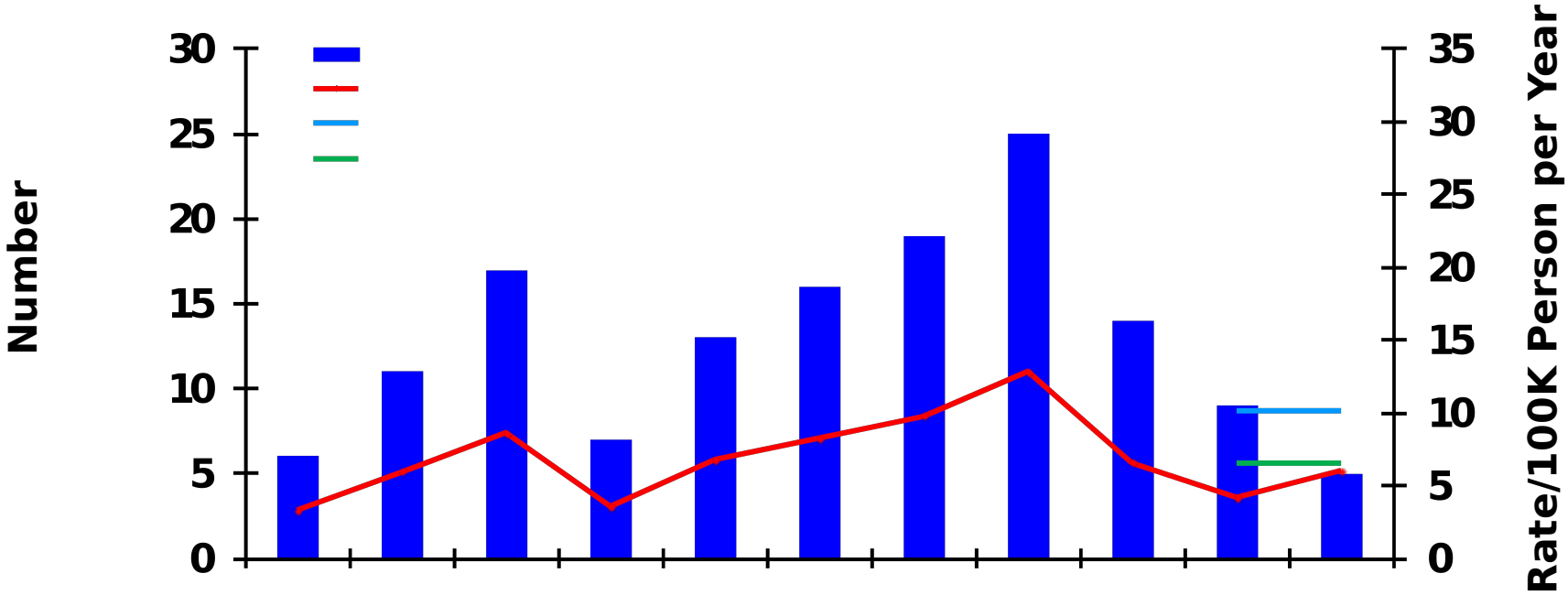
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	**10/12.05**	**7/8.12**
FY10 FATALITIES/FATALITY RATE:	**26/11.99**	
10-YEAR AVERAGE (FY01-10) FATALITIES/FATALITY RATE:	**32.50/16.70**	

Motorcycle Fatalities

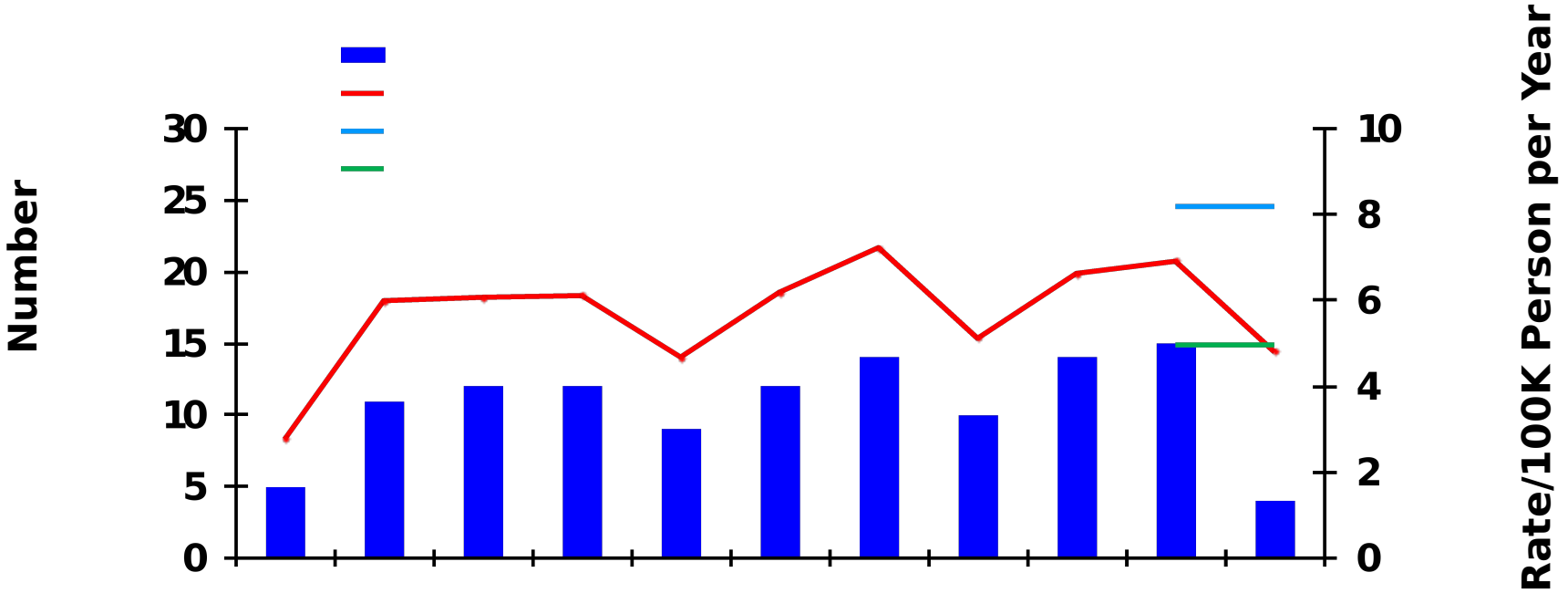
Executive Force Preservation Board



	22-Feb-11	22-Feb-10
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	**5/6.03**	**9/3.48**
FY10 FATALITIES/FATALITY RATE:	**9/4.15**	
10-YEAR AVERAGE (FY01-10) FATALITIES/FATALITY RATE:	**13.70/6.99**	

Off-Duty/Recreational Fatalities

Executive Force Preservation Board



	22-Feb-11	22-Feb-10
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	14/4.82	9/3.48
FY10 FATALITIES/FATALITY RATE:	15/6.92	
10-YEAR AVERAGE (FY01-10) FATALITIES/FATALITY RATE:	11.40/5.77	

Safety Division Assessment

SD Assessment

Executive Force Preservation Board

- After the 1st third of the FY, our PMV/Recreational off-duty mishap rates and on-duty Motor Vehicle rates closely match this point last year though we predict rate improvement.
- All other categories are better than this point last year.
  - The other categories include Aviation, Ground, overall On-duty mishaps & fatalities, Military injury rate, and Civilian lost work day case rate.
  - These categories are more conducive to focused leadership and the on-duty control of personnel and activities
  - Statistically significant probability for continued improvement and decline in mishap rates.
- All categories are well below 10-year averages.

SD Assessment: Operational Safety

Executive Force Preservation Board

- Class A operational mishaps remain infrequent and most often involve Motor-T equipment
  - Success in reducing frequency/severity of operational mishaps are due in part to improved vehicles and restraints, wider utilization of risk management concepts, and strict adherence to proven TTPs.
  - Engaged leadership, training & awareness remain critical key components in mishap reduction.
- Aviation Mishaps at historic lows
  - Began with significant initiatives from the highest levels of Marine Aviation.
  - Key contributor to this success is the engagement by leaders in all levels of Marine Aviation and adherence to the minimum acceptable standards.

SD Assessment: Off-Duty Safety

Executive Force Preservation Board

- Marine Corps PMV trends are favorable in the longer-term view. Motorcycle fatalities steadily decreased 64% from FY08 (25) to FY10 (9). 4-wheel fatalities have declined 36% overall since FY06 (41) and remain relatively stable since FY08 (average 26).

- Marine PMV4 mishap rates show a steady decline from FY06 to FY08, hit a plateau from FY09 to FY10 and are currently showing a slight up-tick in FY11. The increase is within the 95% confidence interval, which indicates that FY11 is statistically no better or worse than the FY10 rate.

- Alcohol use and failure to use seatbelts remain central to the loss of life in 4-wheel mishaps, with one or both of these factors evident in 32% (16 of 50) traffic deaths from FY10 to date.

- 9 Alcohol-related fatalities FYTD (4 Rec & 5 PMV); signs of tapering off as a factor in traffic deaths but is the singular cause of rec fatalities FYTD.

Command Safety Assessments (CSA)

Executive Force Preservation Board

- Command Safety Assessments (CSA) conducted by SD at MARFORs, MCCDC, MEFs, LOGCOM, TECOM, MCRC and installations since 2008.
- Supports OSHA & DoN requirements for self-evaluation through a Occupational Health and Safety Management System
- Positive Trends
  - Significant process improvement across the Marine Corps
  - Standardization of written programs & annual internal program management review and associated analysis of trends, hazards and issues
- Trends requiring some attention
  - Safety inspections and assessments of subordinates units are not universally conducted
  - Reporting and recording of less than fatal mishaps
  - Safety training of supervisors
  - Command Safety Councils frequently not established
  - Safety department C2 (alignment as special staff)

SD Assessment: Reporting

Executive Force Preservation Board

- 100% Reporting of Class A mishaps, but we have a culture of under-reporting of Bs and Cs.
- Navy-Marine Corps Public Health Center data reconciled with Web Enabled Safety System (WESS) data reveals only 10% of reportable injury mishaps are actually reported as mishaps.
- Safety Division and Naval Safety Center actions
  - Streamlining & supporting investigative process
  - Improving WESS for ease of use
  - Improving connectivity between WESS & medical reporting systems
- For Commanders
  - Appoint high-quality safety managers
  - Ensure training and continuity

SD Assessment: Investigations

Executive Force Preservation Board

- Improvements in concurrent Safety & Legal Investigations
  - Safety Investigation vs. prosecution
  - Concerns that criminal conduct discovered after SIB convened and effect of SIB on any subsequent criminal prosecution
  - Dilemma over primacy of Safety Investigation Board (SIB) vs. criminal prosecution
- Desire to Leave the Commander options
  - Safety Investigation Board, WESS Report, Combat Zone Report
  - Deferring SIB based on Prosecution as possibility or probability?
  - Identify & fix problems to prevent recurrence
- Recent investigations are being conducted as required
- Recent improvements in Combat Zone Reporting

Successes in Safety

Aviation Safety Program

Motorcycle Safety Program

Alcohol-Related Mishaps?

Path to Success in Aviation Safety

Executive Force Preservation Board

Significant Milestones

- FY04: 18 Class A Flight Mishaps – an unsustainable path
- FY05: Previous year's mishap rate cut in half
- FY08: No Marine Aviation operational fatalities
- FY09: Lowest number of Class A FMs on record
- FY10: Matched FY09's number with a lower rate.
  The best record in the history of Marine Aviation

How Did We Get Here?

- Not an accident
- Began with significant initiatives from the highest levels
- Senior leaders understood and embraced
- Trickled down to leaders at all levels

USMC Aviation Initiatives

Executive Force Preservation

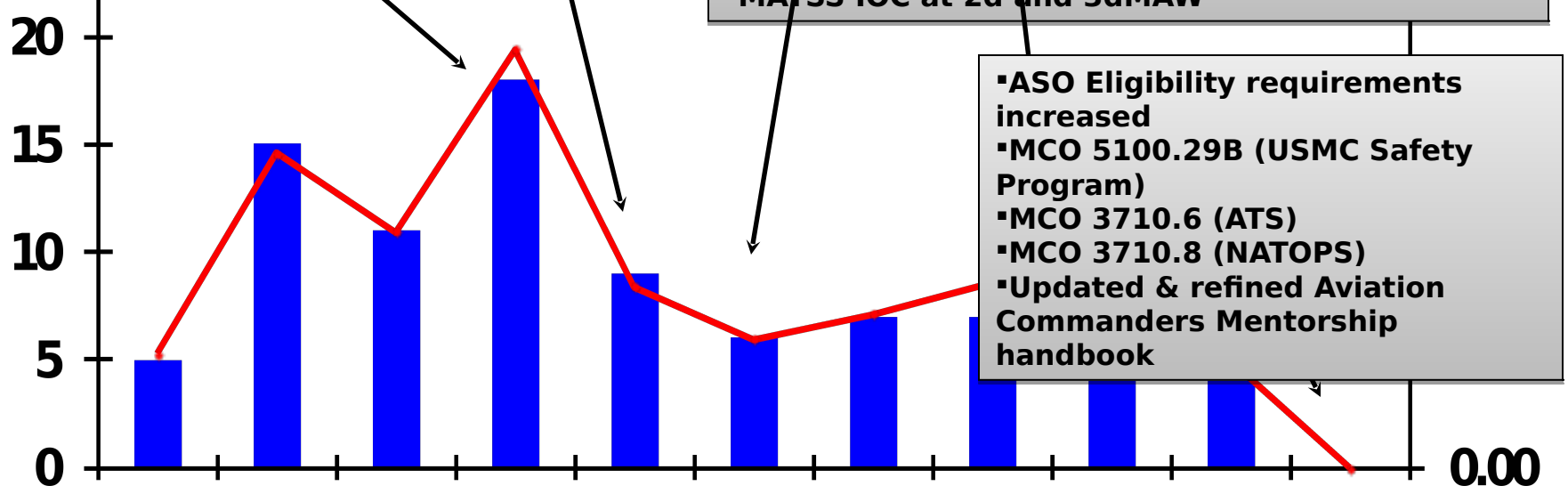
- CMC Policy Letter 1-05
- Aviation Adjunct to CMC Commanders Course
- ORM Status Report
- 14-Day Back Brief of Class A/B Mishaps to DC/A
- Tactical Risk Management Course at MAWTS-1
- SARA & M-SHARP efforts redoubled

- Aviation Training System (ATS) Transformation Task Force
- Green Letter 03-05 and MARADMIN 270/05: Aviation Commanders Preparation Program

- ORM
- ORM Safety Grams
- Codified requirement for Aircrew AND Maintainer climate surveys
- CMC/Wing CG Summit in DC

- Aviation Commanders Mentorship Handbook
- Flight Leadership Standardization Evaluator Program
- FRS Assessments
- ACE Commanders' Course at MAWTS-1
- MATSS IOC at 2d and 3dMAW

- ASO Eligibility requirements increased
- MCO 5100.29B (USMC Safety Program)
- MCO 3710.6 (ATS)
- MCO 3710.8 (NATOPS)
- Updated & refined Aviation Commanders Mentorship handbook



Path to Success in Motorcycle Safety

Executive Force Preservation Board

Significant Milestones

- FY05-08: Steady climb in motorcycle mishaps & fatalities
- FY05: Mentorship Clubs and California Superbike School
- FY08: Worst year in motorcycle safety; 25 fatalities
- FY08/09: Motorcycle focus at ESB—training continuum, track days, motorcycle clubs & elimination of the vest
- FY09: SemperRide; fatalities reduced by 40%
- FY10: MCTFS codes; further mishap reductions

How Did We Get Here?

- Not by accident but with significant, directed initiatives
- Training, Awareness and Engaged Leadership
- Embraced riders
- Provided effective, appealing & sustainable training

Motorcycle Initiatives 2005-2010

Executive Force Preservation

- Explore training options to eliminate backlogs
  - ▪Changes to DoDI 6055.4
  - ▪Partnership with colleges
- ▪MC Best Practices OPT

- ▪Contract Training (Cape Fox)
- ▪20th ESB (MARADMIN 707/08)
  - ▪Mandatory follow-on Trng (MSRC/ERC)
  - ▪Track Day Experimentation
  - ▪Creation of MC Clubs @ O5 commands
- ▪ Unit Motorcycle Survey available

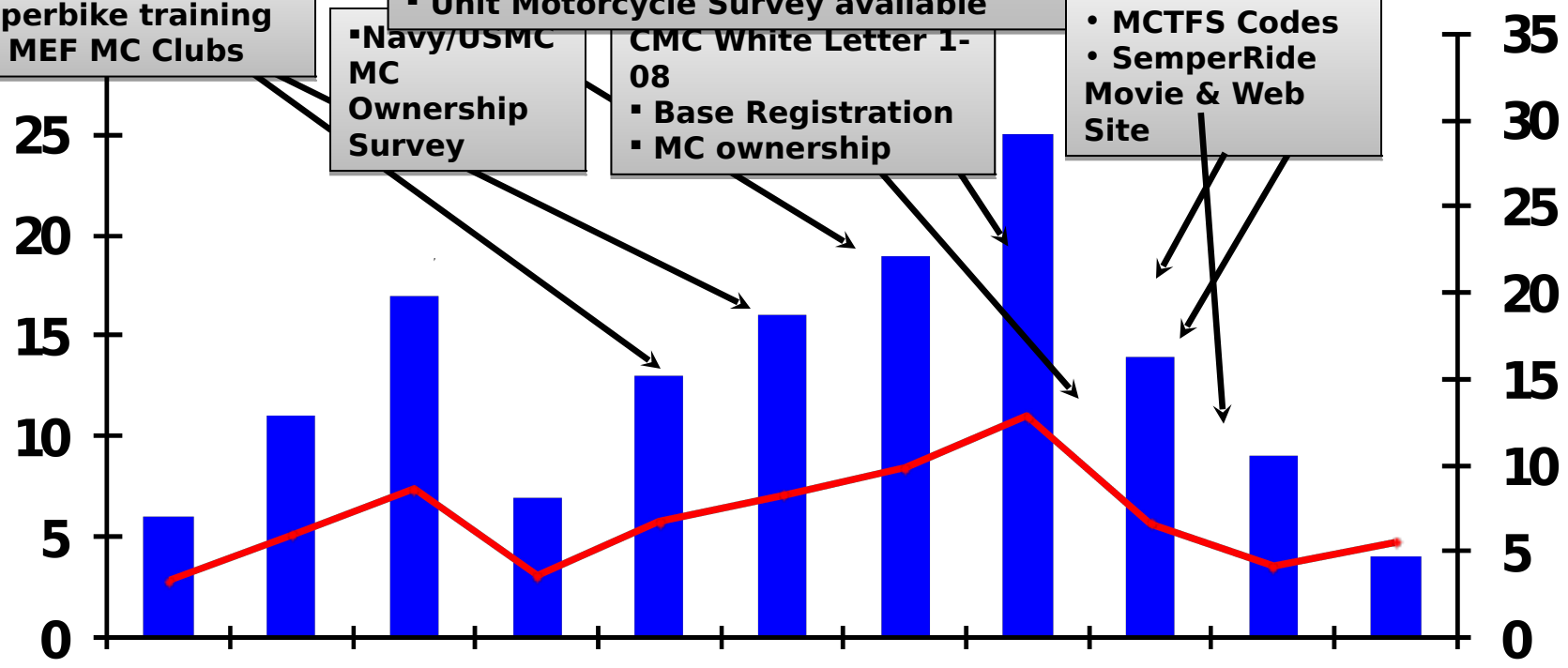
- ▪BRC/MSRC training completion deadline
- ▪Elimination of reflective vest
- ▪MCCS Coupon for PPE
- ▪Track Day experimentation

Superbike training
•II MEF MC Clubs

▪Navy/USMC MC Ownership Survey

CMC White Letter 1-08
▪ Base Registration
▪ MC ownership

• MCTFS Codes
• SemperRide Movie & Web Site



Alcohol-Related Off-Duty Fatalities

Executive Force Preservation Board

FY10	**15 Rec/Off-Duty fatalities in FY10** (7% increase from FY09) **11 of 15 rec/off-duty fatalities in FY10 were alcohol-related** (83% increase from FY09) - 7 fatalities from excessive alcohol consumption - 1 boating fatality with alcohol as a factor - 2 firearm related fatalities; alcohol a factor in both - 1 fall from roof after drinking alcohol **11 alcohol-related PMV fatalities in FY10** **22 Alcohol-related Fatalities in FY10**	5 Sep 10 - Sgt died after night of drinking. 8 Jul 10 - Cpl died from combined ingestion of drugs and alcohol. 5 Jun 10 - Cpl fell from roof after drinking with fellow Marines. 9 May 10 - Pvt mishandled .45 pistol and shot in chest. 2 May 10 - Sgt found deceased at home. 3 Apr 10 - Cpl died in a boating mishap after hitting head on a bridge. 28 Mar 10 - Cpl drinking with other Marines and found unresponsive. 14 Mar 10 - Sgt died from combined ingestion of drugs and alcohol. 24 Dec 09 - Pvt found unresponsive after night of drinking. 7 Dec 09 - LCpl died from combined ingestion of drugs and alcohol. 6 Dec 09 - Cpl died from accidental gunshot to chest.
FY09	**14 Rec/Off-Duty fatalities in FY09** (27% increase from FY08) **6 of 14 rec/off-duty fatalities in FY09 were alcohol-related** (50% increase from - 4 fatalities from excessive alcohol consumption - 2 alcohol-related swimming fatalities **15 alcohol-related PMV fatalities in FY09** **21 Alcohol-related Fatalities in FY09**	03 May 09 - Pvt found dead at a friend's home after night of drinking. 27 Jun 09 – PFC drowned while on camping trip. 14 Jun 09 - Cpl died in a recreational swimming mishap. 14 Dec 08 - Cpl died from excessive alcohol consumption. 12 Oct 08 - PFC died from excessive alcohol consumption. 09 Oct 08 - LCpl died from excessive alcohol consumption.
FY08	**11 Rec/Off-Duty fatalities in FY08** (21% decrease from FY07) **4 of 11 rec/off-duty fatalities in FY08 were alcohol-related** (33% decrease from - 3 fatalities from ex - 1 fall from balcony after drinking alcohol **18 Alcohol-related Fatalities in FY08**	09 Jul 08 - LCpl was found unresponsive after a night of drinking. 30 Jul 08 - LCpl was found unconscious in his barracks room and could not be revived. 04 Jun 08 - Cpl found dead below a hotel balcony. 25 Dec 07 - Cpl found unconscious underneath his bed by DNCO

Discussion

Binge Drinking and DUIs: Alcohol Effects on Force Preservation

Ronnie Edwards
M&RA (Behavioral Health)

Break

EFPB Working Group & OPT

Col Paul Fortunato
Director, Safety Division

Working Group & OPT

Executive Force Preservation Board

- Stakeholders from EFPB Membership met in Jan
  - MEFs, MARFORs, MCIs
  - MCRC, TECOM, HS, M&RA
- Discussed previous EFPB taskers for viable COAs and EFPB discussion & decision
  - Linkages between leadership, mentoring & safety
  - Force Preservation (Human Factors) Councils
  - Linkage between Commanders and Medical Providers
  - SNCO Tactical Safety Specialists

Marine Corps Leadership Development Program

Linkage between Leadership, Mentoring & Safety

LtCol Shawn Mansfield
Lejeune Leadership Institute/TECOM

Force Preservation Councils

Col Paul Fortunato
Director, Safety Division

Force Preservation Councils

Executive Force Preservation Board

- Background in Aviation Units
- Tasker from 23rd EFPB
- MEF Beta Tests and Experimentation
- OPT Assumptions, COAs and Recommendation

Aviation Human Factors Reviews

Executive Force Preservation Board

- Long-standing requirement in the Naval Aviation Safety Program
- Squadron commanders required to monitor aircrews'
  - Performance
  - Motivation and attitude
  - Physical and psychological condition
- Process identifies deficiencies & potential causes to develop mitigation strategies prior to an incident or mishap
- Some units have expanded review to all personnel

Aviation Human Factors Reviews

Executive Force Preservation Board

- Human Factors Council (HFC)
  - Meets monthly or more frequently as required
  - Discusses performance shortfalls and life stressors
  - Attempt to identify potential causes and mitigations
- Human Factors Boards (HFB)
  - Meets only when required to address specific issue
  - Board presents commander with a specific plan to mitigate the identified deficiencies
- Limitations
  - Solely for Commanding Officer’s use
  - Results shall not be used for disciplinary or admin action
  - All information and records must be protected

23rd EFPB Tasker

Executive Force Preservation Board

- 23rd EFPB tasked II MEF to establish a framework for the establishment and conduct of Force Preservation Boards (FPB) down to company level
- Encouraged EFPB members to experiment with framework that II MEF provided
- Provide results of experimentation to the 24th EFPB

Framework from 23rd EFPB Tasker

Executive Force Preservation Board

- Concentrate on risk factors:
  - Low leader to led ratio
  - Alcohol & drug abuse
  - Psychotropic medication prescriptions
  - Legal and disciplinary issues
  - Antiterrorism / force protection considerations
- Use board to bring holders of the “dots” together for a team solution
- Unit constitute core board and then bring in those needed to “connect the dots”

II MEF Beta Test

Executive Force Preservation Board

- Gain holistic view of Marine/Sailor to ID at risk personnel, provide timely resources & monitor progress
  - Commands given latitude to tailor program for best fit
  - Initial board focus on each Marine/Sailor to identify and categorize those at risk
  - Subsequent boards will look at previously identified personnel, newly identified at risk personnel, and incoming personnel
- Beta Test limited to O-3 command level
  - Meet monthly, may convene more frequently as req.
  - FPB composition and conduct dependent on unit

I MEF Beta Test

Executive Force Preservation Board

- Use of a clear formalized process to elevate at-risk Marines to the command by using leadership/Mentoring Program coupled with advice from key staff and senior leaders.
- Uses existing Mentorship Program
- Combines human factors issues into one composite picture of each Marine

I MEF Beta Test

Executive Force Preservation Board

- Boards established at platoon through battalion levels using mentoring program
  - Meet monthly, may convene more frequently as required
  - Begin at platoon level with mentor sessions, elevate cases needing extra attention to next level
- Provide individual recommendations tailored to mitigate identified problems and successfully re-integrate individual

Other Experimentation

Executive Force Preservation Board

- Units that have experimented with or implemented some form of Force Preservation Council
  - II MEF (Div and MLG @ company level)
  - I MEF
  - 3d Marines
  - MCRC
  - MCI-E
  - MCI-W
  - MARSOC
  - TECOM
  - MCB Quantico

OPT on Force Preservation Councils

Executive Force Preservation Board

- Considered process that focuses on engaged, small unit leadership, identifies at-risk Marines, supports anticipatory leadership, and ensures elevation of those issues requiring senior leader attention and resources.
- Considered fleet experimentation
- Discussed COAs and way-ahead for implementing Force Preservation Councils Marine Corps-wide
- Considered collaborative communications between entities at Command level (Medical, Chaplain, SACO, Legal, SAPR, etc.)

OPT Assumptions

Executive Force Preservation Board

- This is a leadership, not a safety program
- FPC must work in concert with a Marine Corps Leadership/Mentorship Program
- Current leadership program needs to be updated
- Not a replacement for current program
  - Aviation Human Factors Councils & Boards
  - Mentoring Program
- Must execute with available resources (Fiscal & SME)
- Will work differently
  - in MARFORRES, MCRC, etc.
  - in ground units than in aviation units

Force Preservation Council COAs

Executive Force Preservation Board

1. Revise Marine Corps existing Leadership Programs, and incorporate FPC structure into revised leadership program
2. Require Force Preservation Council (FPC) at 0-5 level commands
3. Provide recommended FPC structure, allow commanders option to execute
4. Continued experimentation to develop best practices across the Marine Corps

Revise Leadership Programs and incorporate FPC structure into revised program

Executive Force Preservation Board

Pro

- Aligns Force Preservation with leadership
- Marine Corps wide standardization
- Standardized toolset for Commanders to identify stressors
- Helps leaders identify Marines with problems and aid in the solution
- Facilitates engaged leadership
- Improves trust, communication, supervision
- Focuses on small unit leadership while ensuring elevation of issues requiring senior level attention resources
- Turn-key implementation

Con

- May not be timely
- Dependant for the revised programs
- May require additional resources to write program and develop material, (support)(man hours)
- Time and training constraint on MARFORRES & MCRC

Mandate Force Preservation Council (FPC) at 0-5 level Command

Executive Force Preservation Board

Pro

- Can be done immediately
- Proven in the Aviation Community (Human Factors Council)
- Cost neutral, no additional resources or personnel

Con

- May be perceived as another safety program
- Resisted in Ground units
- May reduce lower level involvement
- Doesn’t address any underlying leadership issues
- May not foster trust within unit and may bring up questions about confidentiality

Provide recommended FPC structure and allow Commanders option to execute

Executive Force Preservation Board

Pro

- Cost neutral
- Can implement in near term
- Provides Commander flexibility
- Can be used as a responsive tool
- Standardized format to execute FPCs

Con

- Likely to be ignored
- Doesn’t address any underlying leadership issues
- May not foster trust within unit and may bring up questions about confidentiality
- May be perceived as another safety program
- Resisted in Ground units
- May reduce lower level involvement

Continued experimentation to develop best practices across the Marine Corps

Executive Force Preservation Board

Pro

- Offers opportunity to validate approaches
- Allows time for revised leadership program to be implemented

Con

- May not address any underlying leadership issues
- Doesn’t address problems in a timely manner
- Continues what we have been doing

Recommendation

Executive Force Preservation Board

- No unanimous agreement on a recommended way-ahead for Marine Corps-wide implementation of FPCs by the OPT
- OPT agreed that any FPC implementation must fit in as part of the overall leadership and mentorship programs.
- Consensus of COA prioritization by OPT

1. Revise Marine Corps existing Leadership Programs, and incorporate FPC structure into revised leadership program
2. Require Force Preservation Council (FPC) at 0-5 level commands
3. Continued experimentation to develop best practices across the Marine Corps
4. Provide recommended FPC structure, allow commanders option to execute

Force Preservation Council Discussion

Mental Health Status Boards

Col Chip Bierman
CO, 3rd Marines

Linkage between Commanders and Medical Providers

Col Brett Barkey
Inspector, I MEF

Pre-Existing Mental Health Conditions and Force Preservation

RDML Mike Anderson
The Medical Officer to the Marine Corps
(Health Services)

SNCO Tactical Safety Specialist (TSS) Pilot Program

Mr. Mike Miller
Safety Division

Background

Executive Force Preservation Board

- 2009 - Executive Safety Board approved civilian TSS structure/funding at select O-5/6 commands.
  - MROC Decision Memorandum, 02-2010 approved 162 new billets to be phased in during FY10-13.
  - 54 civilian TSS billets approved/funded during FY11
  - SNCO TSS Pilot (additional duty) at 15 ground battalions (5 per MEF)

MROC Decisions

Executive Force Preservation Board

- MROC of 07 Oct 09 (Come Back Brief)
  - Gain efficiencies and avoid new civilian structure
  - “Crawl, walk, run” approach
  - Additional Duty Unit Safety Managers
    - Select senior SNCOs with Safety skills inherent to MOS/billet
    - Attend 15 weeks of Safety & Occupational Health Training
      - Joint Safety Services Safety Course – Ft Rucker, AL
      - 200 hours of on-line course prerequisites
  - Pilot test the project and report results to ESB/EFPB

MROC Decisions (Cont)

Executive Force Preservation Board

- Phase I (FY10)
  - SNCO TSS Pilot Test
  - Joint Safety Training Course: (2) USMC Instructors
- Phase II (FY11)
  - SNCO TSS Pilot Test @ O-5 commands
  - Place civilian TSSs @ O-6 commands and higher
  - 54 new TSS billets ($3.9 million)
    (on hold w/ CRA & hiring freeze)
- Phase III (FY12-13)
  - Complete hiring to end state of 261 TSS personnel
  - ~~MROCM 54-2010 rescinded the 207 TSSs in FY12-13~~

SNCO TSS Pilot Test

Executive Force Preservation Board

- 15 SNCOs (E-7/8) (5 from each MEF)
- Function as BN Additional Duty Safety Manager
- 15 weeks of Resident Safety & Occupational Health Training
  - Joint Safety Services Safety Course @ Ft Rucker
  - ~200 hours of on-line course prerequisites
  - Two courses (Jan–Apr & Apr–Aug 2010)
    - 14 Graduated (1 dropped for academic failure)
    - 3 earned the Occupational Safety/Health Technologist (OSH-T) certification

Participating Battalions

Executive Force Preservation Board

- I MEF
  - 1st CEB
  - CLB-7
  - 1st BN, 4th Marines
  - 1st BN, 11th Marines
  - 1st LAR BN
- II MEF
  - 2nd Tank BN
  - 3rd BN, 9th Marines
  - 2nd BN, 10th Marines
  - 2nd Supply BN
  - 2nd AA BN
- III MEF
  - H&S BN, 3d MARDIV
  - CLB-3
  - Combat Assault BN
  - 1st BN, 12th Marines
  - 3rd Recon BN

SNCO Status Summary

Executive Force Preservation Board

7 Part-time safety manager

5 Full-time unit safety manager

6 No safety responsibilities

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2 Retirements (1 high-year tenure)

1 Failed training

2 Requested retirement

7 Deployed with unit

4 Have PCS’d or have orders

Challenges

Executive Force Preservation Board

- Command “Buy In”
- SNCO selection requirements
  - GySgt or MSgt by MOS/BIC
  - Promotion opportunity perception
- Stability in billet
- Training
  - Time (15 weeks) – Opportunity costs
  - Costs (~$25,000)
  - Demanding college level curriculum
- Additional Duty
  - Two full-time jobs
  - Unit Safety Manager vs. Tactical Safety Specialist

SNCO TSS MOE

Executive Force Preservation Board

- SNCO TSS Pilot Program Measures of Effectiveness (052000Z Jan 10)
  - Ground Climate Culture Assessment Survey
  - Monthly Warrior Preservation Status Reports
  - Command Safety Assessment by Div/MLG
  - MSC Safety Manager meeting w/CO to discuss program
  - Ground Climate Culture Assessment Survey
  - Command Safety Assessment by Div/MLG Safety Dept
  - Survey of CO, SgtMaj, XO and participants regarding program merit

Survey Comments

Executive Force Preservation Board

- Our TSS did not return from training until days before deployment. As a result, neither the Command nor the Marine were integrated into our safety program pre-deployment, and to re-engineer an already effective program while deployed did not make sense. The Marine was valuable to his Company during the deployment, but did not support Battalion level operations.

- The negatives of losing a CAAT Plt Sgt for 6-month outweighed the benefit provided by having a SNCO TSS to perform the supervision of safety

- The consequence of a 15-week TSS course was a key leader absent from his platoon during the MEU at-sea training periods - a critical time for mastery of amphibious operations and probably the most dangerous period of our PTP.

- I believe the 15-week training provided our TSS the tools necessary to advise the commander and the BN on developing, implementing, and supervising a good safety program

Survey Comments (Cont)

Executive Force Preservation Board

- During deployment it's next to impossible to have a Marine GySgt only performing the duty of safety
- I believe it is a large investment with marginal return. Safety ultimately is a function of leadership. TSS is an additional duty at best.
- The Uniformed TSS has been very proactive with his safety program
- It would be an OUTSTANDING program if it was the Marines primary duty and he or she couldn't be moved into a different billet.
- You can't expect anyone to successfully accomplish two full-time jobs simultaneously
- Our unit Safety Representative returned to the command fully educated and armed to instill and maintain a solid safety program, he has been 100 percent engaged and implementing additional safety programs.

Way Ahead

Executive Force Preservation Board

- SNCO TSS Pilot Program has not been effective
- Proposed Courses of Action
  - COA 1 Assign Additional Duty - Unit Safety Managers with improved Ground Safety for Marines instruction
  - COA 2 Continue with assignment of Collateral Duty (NCO/Company Grade) Unit Safety Managers
  - COA 3 Execute SNCO TSS Program as currently designed

COA 1

Executive Force Preservation Board

Assign Additional Duty - Unit Safety Managers with improved Ground Safety for Marines instruction

Pro

- Higher level safety knowledge than 10-day Ground Safety for Marines Course provides
- Potential for increased command attention
- Possible improved stability of billet

Con

- Manpower Management
- ~ 6-weeks away from unit
- Insufficient school seat capacity
- Curricula undeveloped and funding unidentified

COA 2

Executive Force Preservation Board

Continue with assignment of Collateral Duty (NCO/Company Grade) Unit Safety Managers (Status Quo)

Pro

- 2-weeks away from unit
- Curriculum developed & funded by TECOM
- Established program with sufficient school seat capacity

Con

- High turnover rate
- Lacks mishap investigation training
- Lower safety skills
- Instability of billet
- Often lacks command support

COA 3

Executive Force Preservation Board

Execute SNCO TSS Pilot Program as tested

Pro

- Targets specific MOS/billets resulting in staff credibility and knowledge of unit METLs

Con

- Costs ~$25K per student
- 15-weeks away from unit for train up
- Competes with primary duty
- Training capacity limited to ~50 students per year
- Not required to employ as unit “safety specialist”

Recommendations

Executive Force Preservation Board

- Discontinue SNCO TSS Pilot Program
- Select COA 1 (Assign Additional Duty - Unit Safety Managers with improved instruction)
- Hire the civilian TSS billets authorized during 2011 for duty at O-6 commands IOT provide support to O-5 commands
- Continue to provide the Joint Services Safety and Occupational Health Course on a “as available” basis to active duty and civilian Marines

TSS Pilot Program Questions and Discussion

Break

Member Issues

Performance Resiliency Program

MajGen Paul Lefebvre
MARSOC

Combat Stress Inoculation

II MEF/Marine Forces Command

NC State

Rifle Range Pit Alarms

MCI-East

Safety Training Center of Excellence

MARFORRES

Executive Session